
UNITED STATES MARINE CORPS
THE BASIC SCHOOL
MARINE CORPS TRAINING COMMAND
CAMP BARRETT, VIRGINIA 22134-5019

**ANTITERRORISM/
FORCE PROTECTION
(AT/FP)
B4S5456XQ
STUDENT HANDOUT**

Antiterrorism/Force Protection (AT/FP)

Introduction

Over the past three decades, terrorists have committed acts of extreme violence to further a variety of goals.

Importance

Terrorists have reached new levels of organization, sophistication, and violence. Their tactics and techniques will continue to evolve. Regardless of your job or place of work, you must understand how the terrorist operates in order to minimize the threat to you and your Marines. This class is designed to help you understand the planning and execution of a terrorist operation so you can determine defensive measures you and your unit might employ to minimize the threat of terrorist attacks.

In This Lesson

This class will examine the principles and philosophies of terrorism to help you understand the motivations of terrorist groups.

This lesson covers the following topics:

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Learning Objectives

Terminal Learning Objectives

TBS-ATFP-2101 Given a tactical scenario involving a terrorist threat, employ counterterrorism measures to prevent terrorist attacks.

TBS-ATFP-1005 Given a scenario with the aid of references, execute measures of self-protection against terrorist attacks to avoid a terrorist attack.

TBS-ATFP-1004 Given an evaluation, identify characteristics of terrorism without omitting key components.

Enabling Learning Objectives

TBS-ATFP-1004a Given an evaluation, define terrorism without error.

TBS-ATFP-1004b Given an evaluation, identify the goals of terrorism without omission.

TBS-ATFP-1004c Given an evaluation, distinguish types of terrorist ideologies by characteristic, to minimize terrorist threat to personnel and equipment.

TBS-ATFP-1004d Given an evaluation, define terrorist operations to minimize terrorist threat to personnel and equipment.

TBS-ATFP-1005a Given a terrorist threat, during operations or daily routine, identify self-protective measures to remain a hard target.

TBS-ATFP-1005b Given a terrorist threat, during operations or daily routine, identify measures for safeguarding personal property to prevent loss or damage due to terrorist acts.

TBS-ATFP-2101a Given a terrorist threat, identify physical security measures to protect an installation from terrorist attack.

TBS-ATFP-2101b Given a terrorist threat, identify individual security measures to minimize vulnerability to a terrorist attack.

TBS-ATFP-2101c Given a terrorist threat, develop a protective security measures plan to protect an installation from terrorist attack.

TBS-ATFP-2101d Given a terrorist threat, employ protective security measures to protect an installation from terrorist attack.

Definition/Origins of Terrorism

Terrorism	The calculated use of unlawful violence or threat of unlawful violence to inculcate fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological. A terrorist group is any element which repeatedly commits acts of violence or threatens violence in pursuit of its political, religious, or ideological objectives.
In World History	<hr/> 50 B.C. – Julius Caesar, who was himself held hostage as a young boy, practiced the taking of political prisoners to ensure obedience of conquered tribes. A.D. 14-41 – Tiberius and Caligula used banishment, expropriation of property, and execution as means to discourage opposition to their rule.
In U.S. History	<hr/> On 30 November 1782 the nation disbanded its military establishments and in September 1783, the last Continental Marine officer was discharged. In July of 1785, 21 American sailors were taken hostage in the Middle East. The United States Congress appropriated \$10 million to ransom those who had not already perished. That year, Congress authorized the construction of six naval frigates, reestablishing the United States Navy. A 1798 congressional act "established and organized a Marine Corps" to project U.S. power abroad in response to piracy and terrorism on the high seas.
Modern Terrorism Roots	<hr/> The French Revolution – 5 September 1793 to 27 July 1794; the first time in history that the use of violence and fear to attain political goals was labeled as terrorism. <ul style="list-style-type: none">• Terrorism – a method of encouraging revolutionary virtue• The "Reign of Terror."• Over 200,000 people arbitrarily arrested• Over 16,000 men and women executed by guillotine

Definition/Origins of Terrorism

Four Major Events Post-World War II

1. The success of the communist insurgent movements in China, Cuba, Rhodesia, Angola, and Nicaragua, proving that relatively small, poorly equipped movements with proper leadership can defeat larger established powers. Current examples are Sendero Luminoso (Shining Path) in Peru, Asala in Armenia, and the Red Brigade of Italy.
2. The Arab defeats of the 1960s and 1970s in the Arab-Israeli wars demonstrated the futility of attempts to remove Zionists through conventional tactics. Arab nations used terrorism to attempt to destroy Israel through surrogacy.
3. The civil unrest that was so pervasive during the 1960s and 1970s attracted many young people to radical causes. Issues such as human rights, environmental concerns, political radicalism, and anti-Vietnam war fervor amplified this unrest.
4. The rise of ethnic nationalism following the fall of the Soviet Union spawned a multitude of terrorist acts and movements. Examples include Serb state-directed terrorism in Bosnia, numerous incidents in Somalia and Rwanda, and terrorist campaigns in the former Soviet states of Georgia and Azerbaijan.

Media

The terrorist's most powerful tool, modern electronic media, greatly enhanced the impact of terrorism. Any act of violence attracts millions of television viewers. The terrorist is able to capitalize on this by gaining widespread recognition and intimidating large populations.

Perspectives and Ideologies

Terrorism is an emotional topic due to different interpretations of the same act according to values, experience, and prejudice—"One man's terrorist is another man's freedom fighter." However, fundamental philosophical differences are

- Terrorists deliberately target innocent noncombatants.
- A freedom fighter will adhere to international law and civilized standards of conduct. Freedom fighters will attack military targets; noncombatant casualties are an aberration, attributed only to the chaos of war.

An ideology is a collection of beliefs or values characteristic of an individual, group, or culture. Terrorist group ideology binds members together and justifies the use of violence to attain objectives. The ideology, which motivates a terrorist, can be broken into four general categories:

Perspectives and Ideologies

Political	<p>The beliefs of terrorist groups can range from the far left to the far right. Examples of different political ideologies:</p> <ul style="list-style-type: none"> • Marxist-Leninist: Believe in a revolution of the urban workers led by a small group of revolutionary elite. • Maoist: Seek to foment revolution from the rural areas by rallying the peasants. The revolution will then encircle the urban areas. • Fascist: Typically believe in merging of state and business leadership • Dictatorship: Attempt to join all aspects of society under one supreme leader who is morally and legally authorized to make all decisions for the good of the state.
Nationalist-Separatist	<p>Devoted to the interests or culture of a group of people or a nation. Typically, nationalists share a common ethnic background and wish to establish or regain a homeland.</p>
Religious	<p>Religious terrorist groups often view modernization efforts as corrupting influences on their society or traditional religious culture.</p>
Special Interest	<p>Other groups such as radical environmentalists, anti-abortionists, and anti-vivisectionists (opposed to experimentation on live animals) resort to terrorism.</p>

Support Mechanisms

Terrorist organizations can be labeled according to how they receive support. The three basic categories into which most terrorist organizations will fall are:

State Directed	<p>This organization's activities are conducted primarily at the direction of a controlling state. The group may even be an element of the state's security organization. These groups often represent the "establishment" in their long-range objectives.</p>
State Supported	<p>This group receives substantial outside support, but its actions are autonomous. Its support may be conditional on certain political objectives, though the group has discretion on how these objectives will be achieved. Most terrorist organizations today are state supported.</p>

Support Mechanisms

Non-State Supported (Continued)

This terrorist organization receives no external support and is the most dangerous type of terrorist organization. The group must justify its actions only to itself; it has no obligation to adhere to any standards of conduct. The non-state supported terrorist organization's ability to sustain itself creates an extreme challenge to any attempt to eliminate the group.

Goals of Terrorism

Long Range Goals

Revolutionary: Terrorism is used to force the complete overthrow of an existing government.

Sub-revolutionary: Terrorism is used to influence the government against its will in political, social, or economic changes.

Establishment: A regime directs terrorism against its enemies within its borders or abroad in order to protect the state from dissenting influence.

Immediate Goals

- Obtain worldwide or local recognition for their cause
 - Cause an overreaction by the government
 - Harass, weaken, or embarrass government security forces
 - Obtain money and/or equipment
 - Destroy facilities and disrupt lines of communication
 - Discourage foreign investment and assistance programs
 - Influence government decisions
 - Free prisoners
 - Satisfy vengeance
 - Turn the tide in a guerrilla war
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Organization of Terrorist Groups

A typical terrorist group is organized in a pyramid configuration, similar to most military organizations. The basic operational unit within the organization is the cell, with typically 3-5 members. At the top will be a command responsible for ideological and political direction as well as operational planning. Sub-commands are responsible for cells within their area of influence. At the base are the individual cells. Communication between cells is clandestine. Members of adjacent cells will not know one another or the members from whom they take orders to ensure operational security. Size of the cell varies depending on:

- Function: The cell is task organized toward a specific job or mission. For example, a cell that constructs a bomb might only contain one or two members, while the size of the cell that will plant the bomb might be much large
 - Government security forces: The efficiency of security measures employed by the government in the terrorist's operational area will affect the organization's size. Typically, the larger a group is, the more susceptible it is to compromise.
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Organization of Terrorist Groups

- Sophistication of the group: The more experienced an organization is, the more efficiently it can operate. Because of their superior communication capability, sophisticated organizations generally have smaller cells than less experienced organizations.

The types of cells found in a well-organized terrorist group will normally include the

- Operational cell: The action arm of the group; it conducts the operational activities for the organization.
- Intelligence cell: The most highly trained and valuable of the group's cells; it performs reconnaissance and surveillance.
- Auxiliary cell: Generally provides logistical support for the group; it is normally larger and less compartmentalized than the other cells and may consist entirely of terrorist sympathizers rather than active cadre.

Understanding Terrorist Operations

Terrorist groups, to an extent, understand philosophy of warfighting, but lack the benefit of military publications and formal schooling. This has driven groups to adopt a maneuverist's approach, seeking success not through the physical destruction of his enemy, but through the erosion of his enemy's moral ability to resist. We must respect the tactical and strategic capabilities of terrorists, and remember their willingness to wage battle without regard for innocent lives.

Terrorist attack characteristics

Dynamic: Instant, intense interaction with the immediate victims and populations at large due to modern electronic media, providing worldwide coverage.

Relatively Simple: Terrorists try to keep operations simple and limit the numbers involved to small groups of well-trained and dedicated individuals, which facilitates relatively easy command, control, and support.

Hit and Run: Terrorist groups have neither the manpower nor logistical support to stand toe-to-toe with government forces. By using hit and run tactics, the terrorist will use his smaller size and mobility to an advantage over larger, often cumbersome government forces.

Designed For Impact: Terrorist operations are designed for maximum impact on the population, which goes beyond the immediate victims of the attack. The aim is to influence second and third order effects on a global scale.

Understanding Terrorist Operations (Continued)

The terrorist

- Chooses targets that will have a maximum psychological impact.
- Methodically studies his enemy for any sign of weakness that he can exploit.
- Will generally avoid decisive confrontations with military or paramilitary forces.
- Seeks to circumvent his enemy's strength through surprise, boldness, and his own ability to leave the attack site before his enemy can react.
- Fully understands his own strengths and weaknesses—his success bears testimony to this.

Planning and Conduct

Though simple by design, terrorist operations are planned to the finest detail. Extensive intelligence and sound operational considerations support this planning. If the terrorists fail they lose credibility and influence. Small, specially trained elements that are task organized from the operations, intelligence, and auxiliary cells conduct terrorist operations. Normally, at least three units are involved in the actual execution of a terrorist act: command, assault, and security.

Security Measures

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- Principle of compartmentalization: Each element is isolated from the others during the planning and rehearsal stages to prevent information leaks and compromise.
 - Consider multiple targets. The primary target is not confirmed until the last possible moment. Several teams train to attack various targets without individual teams knowing about the other operations. One attack group can act as a diversion for the others, increasing the likelihood of a successful attack.
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Common terrorist acts include:

Bombings

Most common type of terrorist act, purpose is to gather headlines, create fear, and destroy personnel and property. Relatively low-risk and inexpensive, effective method for a small, relatively weak organization to attack a stronger opponent. Ranges are from small soap dish-type devices to vehicles carrying tons of explosives, resulting from high media exposure.

Understanding Terrorist Operations (Continued)

Kidnappings and Hostage-Takings

Kidnappings and hostage taking establish a bargaining position and elicit publicity, which is difficult to accomplish, but if successful, can gain money, release jailed comrades, gain publicity for an extended period of time.

Hostage-taking involves the seizure of a facility or location and the taking of hostages, provoking a confrontation with the authorities. It forces authorities to either make dramatic decisions or comply with the terrorist's demands. Hostage-taking is overt and designed to attract media attention. Affects on the audience is just as important as affects on the hostage.

Armed Attacks and Assassinations

Raids and ambushes; assassinations - killing of a selected victims for psychological effect; usually by bombings or small arms. Drive-by shootings are typically employed by loosely organized terrorist groups.

Arsons and Firebombings

Cheap and easy to hide; easily conducted by terrorist groups that may not be as well organized, equipped or trained. Typical targets include utilities, hotels, government buildings or industrial centers to portray lacking government capabilities.

Hijackings and Skyjackings

Hijacking: Seizure by force of a surface vehicle, its passengers and/or cargo.

Skyjacking: Taking of an aircraft, which creates a mobile, hostage barricade situation. It provides terrorists with hostages from many nations and draws heavy media attention. Skyjacking also provides mobility for the terrorists to relocate the aircraft to a country that supports their cause and provides them with a human shield, making retaliation difficult.

Other

Maiming: Disfigurement against their own people as a form of punishment for security violations, defections, and informing.

Robberies/Extortion: When groups need to finance their acts and are without sponsorship from sympathetic nations.

Cyber terrorism: Targets computer networks; conduct of operations with little or no risk to themselves. The result is interruption of key government or business-related activities.

Measures to Combat Terrorism

Anti-terrorism	Defensive measures used to reduce the vulnerability of individuals and property to terrorist acts; includes response and containment by local military forces.
Counter-terrorism	Offensive measures taken to prevent, deter, and respond to terrorism.
Combating terrorism	Actions including anti-terrorism and counter-terrorism taken to oppose terrorism throughout the entire threat spectrum.
Security	Security is defined as "those measures taken by a military unit, activity, or installation to protect against all acts designed to, or that may, impair its effectiveness. Every commander is responsible for protecting his installation/unit. Protect in all directions from which an attack may come, whether from the front, the flanks, the rear, or the air."
Model for Planning	<p>An eight-step model for planning operations to defeat terrorism has been developed which, regardless of your level of command, can assist your planning in a terrorist environment. The model covers eight basic areas, the first seven are proactive.</p> <p>Seven proactive steps are:</p> <ul style="list-style-type: none"> • Threat analysis • Critical and vulnerability assessment (determine key assets) • Operations security • Personnel security • Physical security • Awareness education and training • Planning Crisis Management <p>The final area is reactive:</p> <ul style="list-style-type: none"> • Performing crisis management counter-action operations <p>Proactive steps are directed toward the planning and prevention of terrorist attacks. A study of terrorist operations shows that the best chance of success lies in the proactive phases; prevention is always the best posture.</p> <p>Reactive steps involve your response once an attack has been initiated. Despite comprehensive preventative measures, a determined terrorist may attack a well-defended target if the end result can justify the risk. You must never become complacent.</p>

Measures to Combat Terrorism (Continued)

Threat Analysis

Effective counteraction requires knowledge of terrorist goals and capabilities. Information to consider when assessing vulnerability to a terrorist group includes:

- Operational capability: mass casualty, personnel attacks, group's potential for violence
- Intentions: recent substantial attacks, attack elsewhere, anti-US, anti-host nation, preferred tactics
- Activity: present, safe haven, credible specific targeting, methods of operation
- Operating environment: external influences, host nation security, popular support

As with tactical planning, an effective counter-terrorism/anti-terrorism plan relies on a solid estimate of the situation. Various sources of information are available:

- The S-2
- Open source publications--perhaps the most overlooked, yet valuable sources of reliable information. These sources include:
 - Newspapers/Magazines
 - Internet
 - Commercial reports on threats to overseas businesses
- Persons familiar with the area
- DOD anti-terrorism schools
- US embassy/military group
- Host country sources such as police, military, and government agencies

Use Information Gained. The knowledge you gain about the enemy is of no value unless it directs your actions.

Operational Security (OPSEC)

The process of identifying critical information and analyzing friendly actions attendant to military operations and other activities to identify those actions that adversary intelligence systems can observe. OPSEC identifies indicators that hostile intelligence systems might obtain that could be interpreted or pieced together to derive critical information in time to be useful to adversaries. Practicing OPSEC allows you to select and execute measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation.

The objective of OPSEC is to deny the enemy information. The most common sources of information are:

Measures to Combat Terrorism (Continued)

Operational Security (Continued)

- Signals intelligence: The acquisition of information through the interception of communication signals; counter-measures include effective communication and information security.
- Image intelligence: Photographing of activities from aircraft, high terrain, or automobiles; counter-intelligence, counter-surveillance, and access control.
- Human intelligence: Provides information to the enemy through monitoring casual conversations and the planting of agents. Counter-measures include training personnel and generating awareness of the enemy intelligence threat, counter-surveillance and counterintelligence.
- Operational patterns: Enemy can gain information by observing operational patterns; counter-measures include randomizing operations and employing deception.

Foundations of a good operational security program are:

- Deny intelligence and information to terrorists
- Avoid rigid operational routines
- Be familiar with techniques the terrorists use to collect information
- Integrate OPSEC into physical security and personal security programs
- Develop essential elements of friendly information to facilitate and focus efforts to deny information to terrorists

Physical Security

"Measures designed to safeguard personnel, to prevent unauthorized access to equipment, installations, material and documents, and to safeguard them against espionage, sabotage, damage, and theft" (JCS Pub 1-02). An effective physical security plan is designed to deny, delay, deter, and detect the enemy. Physical security consists of a defense in depth that involves:

Passive Security Measures: Require considerable effort to establish, but once in place require few, if any, Marines for support. Several of these measures are obstacles including:

- Barriers: most common passive security measure; either natural or manmade.
- Fences: define a perimeter, canalize, and limit access points. To maximize the effectiveness of a fence, clear zones are generally established inside and outside the perimeter to deny the enemy cover and concealment while providing security forces with good fields of fire.
- Alarm systems: provide extensive surveillance while economizing manpower.

Measures to Combat Terrorism (Continued)

Physical Security (Continued)

- Lighting: employed to increase the risk to the intruder; eliminating the cover of darkness will restrict the enemy's free movement. Effective lighting can also provide concealment for security forces.

Active Security Measures: Patrols to detect, deter, apprehend, and/or destroy the enemy. Depending on the environment, rules of engagement (ROE) are likely to be an overriding concern. Ensure that all members of your unit understand and adhere to ROE. Sentries provide access control, surveillance, and random searches. When an interior guard is established, attention must be paid to guard orders and passive measures which will support the sentry. “**Guardian Angels**” utilize armed personnel in positions of over watch, providing the ability to identify and if need be, engage threats.

Personnel Security

Take personnel security measures to reduce an individual's vulnerability to terrorist attacks; including self-protection, personal security, and protective services. Actions you and your Marines might take to protect yourselves:

- Identify the Threat: Recognizing that a legitimate threat to our well-being exists is the first step to ensuring that you and your Marines incorporate proper individual protective measures.
- Deterrents to Terrorism: The terrorist is success oriented; he will attack the easiest target that will contribute to his goals. This principle forms the basis for a personnel security plan; make yourself a "hard" target. Apply alertness, common sense, and personal initiative; vary your routes when traveling.
- Self-Protective Measures: Additional measures you can employ to be a "hard" target are:
 - Establish points of contact
 - Stay mentally prepared for an attack/know what to do in emergencies
 - Carry identification that is bilingual, states blood type, and carry medical alerts
 - Avoid revealing plans to unknown individuals
 - Keep a low profile and avoid wearing your uniform in public
 - Don't flash around large sums of cash
 - Avoid civil disturbances/riots
 - Vary methods of transportation. Use what locals use
 - Avoid shortcuts and deserted streets when walking. Stay on established and secure routes
 - Ensure that both you and your Marines use the buddy system

Summary

Merely knowing this information will not deter a terrorist; however, knowing and applying it may. Whether or not your unit becomes the victim of a terrorist attack could largely depend on your action or inaction. Initiative is paramount. To acknowledge the threat only after an attack is to grant your enemy success. What follows are key incidents that demonstrate major historical terrorist attacks and key lessons learned.

Significant Incidents

The following is a selection of incidents of historical importance including important lessons learned:

Brigadier General James Dozier

In 1981 the Red Brigades began a new campaign of terror. They opposed Italian membership in NATO, so they targeted senior US military officers to embarrass and destabilize the Italian government. On December 17, 1981 terrorists of the Italian Red Brigades kidnapped US Army Brigadier General James Dozier from his residence in Verona, Italy. At that time, BG Dozier was a Deputy Chief of Staff in the NATO Southern Command. He was the first non-Italian kidnapped by the Red Brigades.

The terrorists considered three other US generals, but chose Dozier because his personal security was less rigorous. After studying his routines for a month, they were confident they could successfully kidnap him.

Several aspects of his personal security made BG Dozier a vulnerable target. Building security at his apartment had been weak for years and BG Dozier maintained very predictable routines. The Doziers lived in an apartment building in Verona used by senior US officers for seven years. The building had been inspected, but none of the security recommendations had been implemented. Its only security measure, other than individual apartment door locks, was a buzzer and intercom at the main entrance. An Italian policeman served as driver for BG Dozier, but no other security personnel were assigned. He might have deterred this attack by challenging assumptions about the risks he faced.

The terrorists studied the residence for over 30 days. They viewed it with binoculars from across the street and posed as young picnickers, with no children, in a park near the apartment. This should have been suspicious since children accompanied most of the couples. They often stood at a bus stop, looking at the apartment while buses passed, or took a bus and returned a short time later. One of them approached Mrs. Dozier at the bus stop.

The terrorists also visited the Dozier home. A pair posing as utility meter readers made two visits. This was unusual since meter readers normally worked alone. A female terrorist posed as an opinion poll taker. Mrs. Dozier accepted the unscheduled visit and allowed her into the apartment.

One day, three men and a woman parked behind the building in a rented blue van. Two men in coveralls with tool bags rang the buzzer and BG Dozier asked who was there. They said they were plumbers and needed to check his apartment for a leak in the apartment below.

Significant Incidents (Continued)

Dozier ignored two warning signs. Visitors usually rang the outside bell before ringing the apartment bell. Also, his landlord had not scheduled the visit; but, the building was old and leaks were common so he let them in. They looked under a sink and saw no leak. They used an unfamiliar Italian word, so he turned his back to look in a dictionary. They grabbed him, put a gun in his face, and pushed him to the floor. Mrs. Dozier was pushed down and a pistol held to her head. General Dozier quit struggling when he saw his wife was threatened.

The terrorists transported him in a large trunk to an apartment in Padua where they held him until his rescue by Italian police after 42 days.

Key Lessons:

- You should be alert for unusual activities and individuals in your surroundings. You should also have preplanned rules for controlling access to your residence by strangers.
- Challenge assumptions about your personal security. Consider ways in which your habits might make you more vulnerable.
- Be aware of the normal routines in your environment. Small deviations from the norm might indicate suspicious activities. Frequently change your routines to be a more difficult target.

Beirut

US forces were welcomed into Lebanon in September 1982 in a multinational force to establish conditions for withdrawal of foreign military forces and to assist the Lebanese government gain control of Beirut. As fighting among Lebanese factions intensified, US forces provided support to the Lebanese Armed Forces.

Iran, Syria, and Lebanese dissident factions wanted to force the US Marines from Lebanon and this concentration of troops was a lucrative target. Although the security environment was permissive at the outset, it deteriorated over time.

The situation worsened, and in April terrorists bombed the US Embassy. By August US forces were receiving hostile fire and car bomb and sniper attacks were increasing. As the Lebanese Armed Forces (LAF) fought to control the highlands near the airport, the National Security Council decided control of the highlands was essential for security of US forces, and in September US Naval guns fired in support of the LAF against dissident militias. US forces received over 100 intelligence warnings of terrorist car bomb attacks, however, the reports were not specific.

On 23 October 1983, a large truck crashed the barricade of the US Marine compound at the Beirut International Airport and penetrated the entrance to the Marine Battalion Landing Team Headquarters (HQBLT) building. The truck penetrated the perimeter barbed wire and concertina obstacle at 35 miles per hour. It passed two guard posts without being fired upon, then entered an open gate, circled past one sewer pipe obstacle and between two others, flattened the Sergeant- of-the-Guard booth, entered the building, and exploded.

Significant Incidents (Continued)

A guard heard the truck as it ran over the wire and inserted a magazine into his M16, chambered a round, and took aim. He did not fire since it was by then in the building. The Sergeant of the Guard was alone at his post at the main building entrance when he heard an engine revving. He turned to see the truck and ran, repeatedly yelling to hit the deck. The truck ran over his post, stopped in the lobby, and detonated after a second or two. It exploded with the force of 12,000 pounds of TNT and destroyed the building, killing 244.

Key Lessons:

- The Long Commission investigating the attack concluded the US chain of command did not adequately adapt to new threats and provided confusing guidance on rules of engagement for use of deadly force.
- Extended deployments require a sustained and adaptable defense posture. Individual service members can play a key role by staying personally alert and bringing security concerns to their chain of command.
- Following this attack, DoD placed greater emphasis on the use of vehicle barriers and reexamined the rules of engagement for use of deadly force.
- Many of the factors in this incident were beyond the control of individual Marines at Beirut Airport. However, consider what could have been done differently. You can contribute to a better defensive posture for your organization by recognizing problems, raising questions, and being a strong team player.

TWA Flight 847

On June 14, 1985 two well-dressed terrorists smuggled two hand grenades and a 9-mm pistol on-board TWA flight 847. The flight departed Athens, Greece, enroute to Leonardo Da Vinci Airport in Rome, Italy with 153 passengers and crew on board, including 120 Americans. Twenty minutes after leaving Athens, the terrorists entered the cockpit and ordered the Captain to fly to Beirut.

They moved male passengers to window seats and collected passports. Head flight attendant Uli Derickson, an ex-German national, was ordered to collect passports as one of the hijackers followed close behind. Onboard were four US Navy divers who had no passports but traveled on military ID cards. When Derickson translated sailor into German as kriegsmarina, the terrorists mistook the divers for US Marines and spoke of avenging the Marine role in Lebanon. Beirut Airport twice denied permission to land, so they seized 24-year old Robert Stethem and began to beat him with an armrest from a cockpit chair. When they saw the military ID of Robert Stethem, a US Navy diver, they beat him, shot him, and dumped his body on the tarmac in Beirut.

Finally yielding to pleas of the Captain, Beirut allowed the plane to land. In exchange for fuel, the terrorists released 19 women and children. Over a 17-day span, the plane made several flights between Beirut and Algiers, releasing passengers at each stop.

Significant Incidents (Continued)

On 30 June the hostages were released to Syria for their trip back to the United States. In exchange the terrorists demanded release of Lebanese radicals held by Israel, withdrawal of Israeli forces from Lebanon, and international condemnation of US and Israeli actions in the Middle East.

Lessons Learned:

- An airport known for lax security was the start point for this tragedy. Consider this when you are making flight reservations.
- Terrorists attack US troops of all ranks and services. Generally, you should blend in and not be an obvious target.
- Try to avoid the most exposed locations in an aircraft, the aisle seats at the front and rear. Conceal your military ID and travel on a tourist passport.

Oklahoma City

On 19 April 1995, Timothy McVeigh used a twenty-foot rental truck, loaded with approximately 5,000 pounds of explosives, to destroy the Alfred P. Murrah Federal Building in Oklahoma City. The attack was well planned and designed to maximize death and destruction. Ultimately, the blast from the vehicle-borne improvised explosive device killed 168 people, injured 853 others, destroyed the Murrah Federal building, damaged more than three hundred surrounding buildings, and blew out countless windows and doors within a fifty-block area.

This tragic event demonstrates that the terrorist threat is multifaceted and can strike at anytime or any location. It also illustrates the role of terrorist planning and preparation, and the opportunity to recognize suspicious activity and potentially prevent an attack.

You should always be vigilant and cognizant of activity occurring around you. Don't let your guard down just because you are in a CONUS location.

Khobar Towers

US troops at Khobar Towers operated the King Abdul Aziz Air Base, and enforced the no-fly zone in southern Iraq. Khobar Towers was a high-rise complex in a densely populated area. A vulnerability assessment after the OPM SANG bombing concluded a vehicle bomb posed a serious threat to the Towers. In response, Brigadier General Terryl Schwalier took steps to tighten security and counter the terrorist threat.

Seven months before the attack on Khobar Towers, a 250 lb. car bomb exploded at the Office of the Program Manager, Saudi Arabia National Guard (OPM SANG) in Riyadh. The bomb killed 7, including 5 Americans, and injured 35. US intelligence indicated terrorists were targeting US forces in Saudi Arabia, so US Central Command declared a HIGH threat level in the entire country.

Significant Incidents (Continued)

Shortly before 10:00 PM on June 25, 1996, 3 roof guards saw 2 men park a fuel truck at the edge of a nearby parking lot, about 80 feet from their building, and then race away in a car. Seeing the possibility of a truck-bomb, they reported the threat to the Central Security Control and started an evacuation, knocking on doors and alerting personnel to the danger. In about four minutes, the sentries were able to alert the top three floors of the 8-story dormitory. Meanwhile, the CSC tried to contact the Wing Operations Center to activate Giant Voice, a base-wide loudspeaker and siren system.

Before Giant Voice could be activated, however, the truck-bomb exploded, causing a partial collapse of the building and damage to nearby buildings.

Hundreds of US service members and Saudis were injured, mostly by flying glass. 19 US service members were killed. Fortunately, many of the troops evacuating from the top floors were in the interior stairwells when the bomb went off, saving them from serious injury.

Key Lessons:

- Terrorists can mount devastating attacks anywhere, so teamwork and vigilance are essential. Unfortunately, unit security measures did not prevent this attack; but alert guards saved many lives. DoD investigated the attack and implemented new programs to promote the safety of US forces worldwide. After Khobar Towers, DoD renewed efforts to improve force protection against terrorism while remaining engaged in the Middle East region.
- Your best defense is to cooperate with unit security procedures and maintain vigilance. Immediately report changes in the local area such as reduced traffic, closed shops, and the absence of vendors. Respond immediately to evacuation orders.
- Be alert to changes in the general security environment. Take emerging threats seriously.

Embassy bombings in Kenya and Tanzania

On August 7, 1998, two almost simultaneous explosions nearly destroyed the US embassies 420 miles apart in Nairobi, Kenya and Dar Es Salaam, Tanzania. The vehicle-borne explosives, detonated outside the embassies' perimeters, killed over 230 people, including 12 Americans, and wounded more than 5,000.

These events demonstrated the ability of terrorists to execute carefully planned operations and strike at any time and place. Fortunately, embassy security personnel at both locations kept the terrorist vehicles from entering the perimeter. However, in Nairobi, the conflict between the terrorists and guards at the gate drew people to their windows out of curiosity. Moments later, when the car bomb exploded many of these people were killed or injured by flying glass and debris.

Significant Incidents (Continued)

Prior to the August 7 attacks, Nairobi had been designated as a "medium" threat post. There were no specific threats against the embassy in the days before the attack, but earlier reports cited threats against a number of US diplomatic missions to include the embassy in Nairobi. These threats were largely discounted because of their nonspecific nature.

Overall, the embassy in Nairobi met most of the State Department's security standards. However, it did not have the required standoff distance of 100-feet from the street. The embassy had been in operation at one of the busiest intersections in Nairobi since the early 1980s, before the standoff requirement was developed. Over the years, embassy staff had unsuccessfully attempted to gain control over additional areas to increase standoff from public areas.

Key Lessons:

- Be alert to general changes in the threat environment. Take threats seriously, even if they are not specific.
- Your best defense is to avoid unnecessary danger. If you believe a terrorist attack may be in progress, do not go towards the incident. Get yourself and others to safety.

USS Cole

On October 12, 2000, terrorists attacked the Arleigh Burke Class Destroyer USS COLE (DDG 67) during refueling in Aden Harbor, Yemen. Two individuals maneuvered a 35-foot craft laden with explosives to the port side of the COLE and detonated it. The blast ripped a 32 by 36 foot hole, killing 17 and injuring 39 crewmembers. Heroic efforts by the crew saved the ship.

The attackers showed no sign of hostile intent before the explosion and crewmembers believed the craft was involved in routine harbor activities. In fact, the attackers smiled and waved in a friendly manner as they maneuvered their craft alongside the USS COLE.

US intelligence assessed the threat in Aden threat as *Significant*, and the crew of the COLE implemented many measures to protect their ship. However, these measures were not sufficient. A commission investigating the attack concluded better planning, training, and coordination with host nation and US authorities were needed.

The terrorists attacked the USS COLE as a symbol of US policy in the Middle East. In response, DoD has intensified efforts to enhance safety for ships in port activities.

The attack illustrated the way terrorists observe the routine patterns of their targets and use simple but deadly tactics to exploit vulnerabilities. You can help your organization by remaining observant of possible vulnerabilities and bringing them to the attention of your leadership. Be alert to activities that could become a threat.

Significant Incidents (Continued)

9-11

On 11 September 2001, Middle-eastern extremists hijacked and destroyed four US commercial airliners in less than two hours. Three of the aircraft, used as guided missiles, collapsed both towers of the World Trade Center in New York City and extensively damaged the Pentagon in Washington, DC. The attacks cost the lives of approximately 3,000 innocent people and resulted in billions of dollars in damage and economic impact.

The events of September 11 demonstrate the ability of terrorists to plan and execute complex operations at multiple locations within the US. However, the loss of life and destruction could have been much greater. The fourth hijacked aircraft, United Airlines Flight 93, crashed in an empty field in Shanksville, Pennsylvania, well away from population centers and symbolic targets. The passengers learned the intentions of the terrorist hijackers and decided to attempt to retake control of the aircraft – an action that may have saved countless additional lives.

At 8:42 a.m., United Flight 93 took off from Newark Liberty International Airport to begin its transcontinental flight to San Francisco. None of the seven crew members or thirty-two passengers had heard that commercial aircraft had been hijacked earlier in the morning. The flight progressed normally until four terrorists attacked the cockpit at 9:28 a.m., well after the attacks on the World Trade Center Towers and only minutes before the attack on the Pentagon. After securing the cockpit, the hijackers changed course and directed the aircraft east, towards Washington DC.

Specific details of events on Flight 93 are limited, but it is known that after the hijackers assumed control of the plane, passengers used onboard phones and cell phones to contact family members, colleagues, and law enforcement officials on the ground. From these discussions, passengers were able to confirm from multiple sources that similar commercial aircraft had been used to strike the World Trade Center Towers and the Pentagon. The passengers concluded that the hijackers of their plane had similar intentions and chose to attack the hijackers when the aircraft was over a rural area.

At 9:57 a.m., passengers rushed the cockpit in an attempt to gain control of the aircraft. Shortly afterwards, the airliner crashed into an empty field in Shanksville, Pennsylvania at 10:02 a.m. killing all on board. While their actions provided the only option to save their own lives, they may have saved the lives of hundreds that would have been killed if the hijackers had successfully struck an additional target. The courage and decisiveness of these passengers have been immortalized by the last words heard by phone from Scott Beamer, "Let's Roll!"

Significant Incidents (Continued)

Key Lessons:

- Prior to the events of 11 September 2001, airplane hijackings usually ended in a hostage standoff and negotiations between government representatives and the terrorists. To avoid situations as encountered on TWA Flight 847 in which US military personnel were singled out by terrorists, DoD Service Members on hijacked aircraft were encouraged to remain inconspicuous and hide their identity. However, the employment of suicide tactics designed to inflict mass casualties requires every passenger on a hijacked aircraft to make a personal decision – remain calm and inconspicuous or undertake active resistance. Either option may be correct depending upon the circumstances, but should only be made after careful evaluation of developing events.
- Take time to decide how to react in a terrorist incident. At the first signs of trouble start evaluating available information.
- The decision to take action should be made on the best information possible. You should weigh your options and their potential consequences carefully.

Madrid

On March 11, 2004, at 7:39 AM four bombs exploded in a passenger train as it approached a station during the morning rush hour in Madrid, Spain. Only seconds later, three more bombs exploded on another train already at the platform. In all, ten bombs detonated within three minutes at three busy commuting centers. A total of 191 persons were killed at the scene or later died of their wounds; 2,061 were injured.

This attack reflected strategic goals of the terrorists coming only three days before Spanish national elections. The people of Spain voted out the government of Jose Maria Aznar and elected Jose Luis Rodriguez Zapatero, who soon fulfilled a campaign promise to withdraw Spanish troops from Iraq.

Spain has long combated terrorist attacks. The Basque liberation organization ETA has detonated small bombs throughout the country for years. However, the magnitude of the March 11 train attacks shocked authorities and citizens.

Like September 11, 2001, the attacks in Madrid demonstrate the terrorist desire to inflict mass casualties on civilian targets and that attacks can occur at any time and location.

The attacks were linked to a Moroccan Islamic terrorist organization with ties to Al Qaida.

Morning commuters were stunned and horrified as bombs detonated all around them. Most passengers fled the station, pushing and shoving their way to the street. Those too injured to flee waited for emergency crews to arrive on scene.

Significant Incidents (Continued)

Minutes after the first explosions, two more bombs exploded on a train at El Pozo del Tio Raimundo Station, two stops away from Atocha. One minute later, an additional bomb exploded on a train at Santa Eugenia Station, two stops further down the line.

Though the ten bombs killed 191 and injured 2,061 commuters, the casualty rate could have been higher. Three bombs failed to detonate that were perhaps intended to explode as emergency personnel arrived on the scene.

Following a forensic investigation, police raided an apartment in a Madrid suburb on April 3, 2004. The occupants detonated explosives killing seven suspects and one Spanish agent. Among the dead were Allekema Lamari of Algeria and Serkane Ben Abdelmajid of Tunisia, believed to have planned the attacks. One year later, 19 additional suspects were either on trial or awaiting prosecution.

Prior to the attacks, Spanish authorities had discovered and removed a bomb from railroad tracks in the countryside. Based on this, the Spanish Government issued warnings of possible attacks against the rail system.

Key Lessons:

- Investigations indicated the terrorists used backpacks filled with dynamite triggered by cell telephones. Witnesses identified after the attacks described three men carrying large backpacks made repeated trips from a van parked outside one of the stations to one of the trains. None of the witnesses notified authorities or took any action. Had witnesses reported these suspicious activities many lives may have been saved.
- While planning your travel, you should always be alert to government warnings and recent events.
- You should also be aware of the possibility of secondary explosions during an attack. While unsuccessful in Madrid, secondary explosions could have caused many more casualties.
- In the event of a terrorist attack, you should quickly and calmly evacuate the area while making mental notes of any details that might be useful to authorities.

References

Reference Number or Author	Reference Title
MCRP 3-02E	Individual's Guide for Understanding and Surviving Terrorism
CJCS Guide 5260	Anti-terrorism Personal Protection Guide DOD Level I Anti-terrorism Training Course

Glossary of Terms and Acronyms

Term or Acronym	Definition or Identification
Terrorism	Terrorism is the calculated use of unlawful violence or threat of unlawful violence to inculcate fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological.

Notes
